



**STAFF REPORT
ACTION REQUIRED**

**Working Group Results for the Mr. Christie's Site at 2150
Lake Shore Boulevard West and 23 Park Lawn Road**

Date:	October 29, 2013
To:	Economic Development Committee
From:	General Manager, Economic Development and Culture and Chief Planner and Executive Director, City Planning
Wards:	Ward 6 – Etobicoke-Lakeshore
Reference Number:	P:\2013\Cluster A\EDC\ AFS#18509

SUMMARY

On November 1, 2012, Mondelēz Canada (Mondelēz) announced that it intended to close its "Lakeshore" bakery, known as the "Mr. Christie's" site, located at 2150 Lake Shore Boulevard West and 23 Park Lawn Road, in the third quarter of 2013.

At its meeting of November 27-29, 2012, in considering the employment function and potential of the Mr. Christie's site, City Council directed City staff to strike a working group with Labour, post-secondary institutions and other stakeholders to explore options on the Mr. Christie's site, to maintain existing employment by possibly hosting educational and/or commercial food incubator programs and possible new food industry tenants for the site, amongst other uses.

Between June and September 2013, three working group meetings were convened by City staff and co-chaired by the General Manager of Economic Development and Culture and the Chief Planner and Executive Director, City Planning. Through a consensus-based approach facilitated by City staff, the working group generated a Vision Statement and ten Guiding Principles intended to help inform the redevelopment potential of the site with a focus on employment opportunities and maintaining the lands for employment purposes. This report outlines the results of the working group process and suggested next steps.

RECOMMENDATIONS

The General Manager, Economic Development and Culture, and the Chief Planner and Executive Director, City Planning recommend that:

1. Council endorse the Vision Statement and ten Guiding Principles described in the report from the General Manager, Economic Development and Culture and Chief Planner and Executive Director, City Planning (dated October 29, 2013) to support and guide future land uses for the lands known municipally as 2150 Lake Shore Boulevard West and 23 Park Lawn Road to encourage transformative employment opportunities for the site and area capitalizing on its unique size, location, visibility, and access to the downtown.

Financial Impact

There are no financial implications resulting from this report.

DECISION HISTORY

At its meeting of November 29, 2012, City Council adopted Item CC28.5, *Making Room for Jobs - Protecting an Employment Area in Etobicoke Lakeshore* with a motion to the Economic Development Committee requesting the creation of a working group to explore options on the Christie site. The item can be accessed at this link:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2012.CC28.5>.

At the January 30, 2013, meeting of the Economic Development Committee (EDC), Item ED19.16, Request to Create a Working Group to Explore Options on the Christie Site, was referred back to the General Manager of Economic Development and Culture for consideration and report. The item can be accessed at this link:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.ED19.16>

At the March 28, 2013, EDC meeting (Item ED21.9) staff provided a status report on the working group process, and recommended postponing the working group sessions until City Council considered the City's Official Plan and Municipal Comprehensive Review Preliminary Assessments (PG24.5). The EDC item can be accessed at this link:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.ED21.9>.

One of the Preliminary Assessments described in the City's Official Plan and Municipal Comprehensive Review May staff report (Item PG24.5) is the conversion request submitted by Mondelēz, requesting that the site at 2150 Lake Shore Boulevard West and 23 Park Lawn Road be re-designated from Employment Areas to *Regeneration Areas* in order to permit residential uses. This item was considered by Planning and Growth Management Committee (PGMC) on May 16, 2013 and endorsed by City Council for public consultation in June 2013. The PGMC item can be accessed at this link:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.PG24.5>.

A Final Assessment based on the criteria in the Provincial Growth Plan and the Provincial Policy Statement has determined these lands should be retained for employment uses and staff are recommending they be designated as Core Employment Areas. Planning and Growth Management Committee will be considering the Final Assessment at its meeting of November 21, 2013.

ISSUE BACKGROUND

The decision by Mondelēz to close the former Mr. Christie's Bakery operation and sell the property at 2150 Lake Shore Boulevard West and 23 Park Lawn Road in late 2013 will result in the loss of approximately 550 jobs on the site. In addition, Mondelēz has submitted a request to convert the lands to a *Regeneration Area* designation in order to permit residential uses, through the City's Five Year Official Plan and Municipal Comprehensive Review. In an effort to address the announced closure, job loss and retention of this unique 11 hectare (27 acre) site and 58,000 square metre (625,000 square foot) building, City Council referred the following motion to the Economic Development Committee requesting the creation of a working group to explore options on the Christie site:

City Council request the General Manager, Economic Development and Culture, in consultation with the Chief Planner and Executive Director, City Planning to strike a working group with Labour, Post-Secondary institutions and other stakeholders to explore options on the Christie site to maintain existing jobs by possibly hosting educational and/or commercial food incubator programs and possible new food industry tenants for the site, amongst other uses. ([Item CC28.5](#))

The following sections of the report provide a summary of the working group process that was coordinated by staff in response to City Council's request.

COMMENTS

Participants

The City staff team, in consultation with the Ward Councillor's office, identified participants with the intent of achieving a representative group of stakeholders with local community, sector, development, institutional and business expertise. The General Manager of Economic Development and Culture and the Chief Planner and Executive Director, City Planning co-chaired the working group's three meetings. The following are the organizations from which participants were drawn:

- Build Toronto
- Humber Bay Shores Condominium Association
- Humber College
- Invest Toronto
- KingSett Capital
- Metrolinx
- Mimico-by-the-Lake BIA

- Mimico Residents Association
- Ministry of Agriculture, Food and Rural Affairs (OMAFRA)
- Ontario Food Terminal
- Ryerson University
- South Etobicoke Industrial Employers Association (SEIEA)
- Toronto and York Region Labour Council
- Toronto Hydro

- Members of City Council:
 - Councillor Mark Grimes (Ward 6, Etobicoke-Lakeshore)
 - Councillor Peter Milczyn (Ward 5, Etobicoke-Lakeshore)

- Observers:
 - Mondelēz Canada Inc.
 - StrategyCorp

Process

Staff hosted three Working Group meetings in July, August and September, 2013, which were well attended by the invited participants. The purpose of the working group was to explore transformative opportunities for the site to inform the redevelopment potential of the site with a focus on maintaining employment opportunities. At each meeting, staff provided a presentation to the participants and facilitated group discussion. Meeting summaries of each working group session were provided to the participants in advance of the subsequent meeting. Meeting summaries provided to the participants can be found as Attachments 2-4.

Outcomes

During the first two working group meetings, the co-chairs, City staff and participants discussed the opportunities and constraints related to the site and its surrounding context. Participants articulated the various strengths and weaknesses of the site and area, including but not limited to, its size, capacity, campus like setting and locational attributes relative to the waterfront, downtown, western GTA, Airport(s) and the Ontario Food Terminal. Weaknesses included aging hydro and transportation infrastructure. Staff consolidated the participants input from the first two meetings and presented draft guiding principles to the working group at the third meeting. At the request of the working group, staff prepared a Vision Statement to accompany the ten Guiding Principles, which are described below.

Vision Statement

The Mr. Christie's/Mondelēz site will continue to play an integral role in the local and regional economy. The site will become a successful employment generator providing over 1,500 jobs for the local employment base and residents of the GTA. Future redevelopment of the site within the South Etobicoke Employment Area will capitalize on its unique size, location and visibility, and access to the Downtown. As a master planned area, the vibrant site will be connected to, but distinct from, the nearby employment lands and emerging and established

residential communities of Humber Bay Shores and Mimico-by-the-Lake. A redeveloped Mr. Christie's/Mondelēz site will contribute to, and benefit from planned transportation and transit improvements identified through the City-initiated Transportation Master Plan for the Park Lawn Road and Lake Shore Boulevard West Area. As a comprehensively and collaboratively planned employment area, the master planning process will continue to be inclusive of, and respectful to, the diverse stakeholders of the area.

Guiding Principles

Developed through a consensus-based approach, the working group at the third meeting endorsed the ten Guiding Principles to support and guide future land uses for the site. Each Guiding Principle begins with the following phrase:

Redevelopment and future employment uses should:

Principle 1: Be guided by a shared vision for the site that creates a balance of certainty and flexibility for future employment-related uses.

Principle 2: Build upon the strengths of the site and area context:

- Reuse of existing structure/ building (or parts thereof)
- Location, location, location
- Size
- Visibility
- Accessibility
- Proximity to Labour Market
- Range of Uses

Principle 3: Acknowledge and leverage the importance and role of the Ontario Food Terminal by seeking to attract related/compatible employment uses.

Principle 4: Proactively address servicing and infrastructure requirements of the site and surrounding area such as energy needs, stormwater mitigation and transportation.

Principle 5: Connect and plan for enhancing the existing transportation network, including GO Transit, TTC, bike lanes and trails, sidewalks and streets.

Principle 6: Create a cluster of employment, businesses and services to attract different employers/users to the site at different times of the day and days of the year, by marketing/capitalizing on the site's locational attributes and providing a broad range of amenities.

Principle 7: Provide for a broad range of employment uses and built forms that transition from, and are compatible with, nearby uses.

Principle 8: Promote multi-uses/users creating and drawing on collective synergies which could include:

- Public-private partnerships;
- Exploring educational/institutional themes;
- Food, energy and water converging sectors

Principle 9: Provide for flexible employment spaces at varying scales and tenures to attract small, medium and large sized employer(s) to integrate into the City's urban fabric.

Principle 10: Provide for opportunities that capitalize on the strengths of the local labour market and encourage employment intensification on the site.

Suggested Next Steps

Beyond the Vision Statement and ten Guiding Principles, the working group suggested a number of "Next Steps" for the City to consider. These steps include:

- Test the principles with development industry representatives to gain further insight and expertise to support and shape future land use opportunities which promote employment opportunities;
- Meet with senior officials at Mondelēz to discuss the working group outcomes including the Guiding Principles and next steps and to support Mondelez's ongoing remaining operations in Toronto;
- Resource an interdivisional S.W.O.T. Team to support opportunities to create employment on the site with a focus on development activities to inform transportation and servicing infrastructure of the site;
- Create an internal staff working team and terms of reference to help advance and develop the International Food Processing Innovation and Commercialization Centre (IFPICC) to help stimulate and support Toronto's Food sector;
- Report progress to the working group members in the spring of 2014 to monitor and measure outcomes from the working group activity and maintain momentum to support employment growth on the site.

Conclusion

The announced closure of the Mr. Christie's bakery at 2150 Lake Shore Boulevard West and 23 Park Lawn Road presents both challenges and opportunities for the local and regional economy. The unique site and building has excellent access to the downtown and high visibility for potential transformative employment uses, while the emerging high-rise residential community of Humber Bay Shores poses some constraints on the range of employment uses that can locate on the site.

The working group process provided City staff an opportunity to engage stakeholders with local community, sector, development, institutional and business expertise and resulted in the generation of the ten Guiding Principles, the Vision Statement and Next Steps, described in this report. Staff recommends that City Council endorse the ten Guiding Principles and Vision Statement, and direct staff to apply them in the review of any future land use decisions for the site.

CONTACT

John Alderdice
Senior Business Development Officer
Business Services
Economic Development & Culture
Tel.: 416-392-1004
Fax: 416-394-5537
jalderd@toronto.ca

Jeffrey J. Cantos
Senior Planner
Strategic Initiatives Policy & Analysis
City Planning
Tel.: 416-397-0244
Fax: 416 397-4080
jcantos@toronto.ca

SIGNATURE

Michael H. Williams
General Manager
Economic Development and Culture

Jennifer Keesmaat, MES, MCIP, RPP
Chief Planner and Executive Director
City Planning

ATTACHMENTS

- Attachment 1: Context Map for the Mr. Christie's Site at 2150 Lake Shore Boulevard West and 23 Park Lawn Road
- Attachment 2: Working Group Meeting #1 Summary
- Attachment 3: Working Group Meeting #2 Summary
- Attachment 4: Working Group Meeting #3 Summary

Attachment 1: Context Map for the Mr. Christie's Site at 2150 Lake Shore Boulevard West and 23 Park Lawn Road



Attachment 2: Working Group Meeting #1 Summary



Mr. Christie's Site Working Group

Meeting 1: Shared Understanding of the Issues

Wednesday, July 10, 2013

City Hall Committee Room 3

9:30 am – 12:00 p.m.

Meeting Participants

Toronto & York Region Labour Council / John Cartwright
Humber College / Scott Valens
Ryerson University / Dr. Stephen Webber
Ontario Food Terminal / Gianfranco Leo, Gary Da Silva
South Etobicoke Industrial Employers Association and Toronto Industrial Network / Al Brezina
Build Toronto / Don Logie
Invest Toronto / Terrie O'Leary
Humber Bay Shores Residents Assoc / Jim Reekie, Tom Arkay, John Buckingham
OMAFRA / Peter Ilnyckyj
Metrolinx / Nadine Navarro
Mimico Residents Association / John Cary
Mimico by the Lake BIA / Dr. Don Henderson
KingSett Capital / Bill Logar
Mondelez Canada Inc./ Ian MacDonald
StrategyCorp (representing Mondelez), Michael Fenn

Councillor Representatives

Councillor Mark Grimes, Kim Edgar, Colin Johnston

City Staff

Economic Development & Culture, Michael Williams (Meeting Chair), John Alderdice
City Planning Staff – Kerri Voumvakis, Paul Bain, Neil Cresswell, Bill Kiru, Jeff Cantos,
Luisa Galli

Agenda

1. Around-the-table Introductions

2. Staff Presentation: Background
3. Staff Presentation
4. Questions of Clarification
5. Guided Discussion
6. Next Steps

Participant Introductions followed by opening remarks by Chair Michael Williams explaining background and context of the meeting, with an overarching goal of retaining employment lands and fostering job growth in this area. Recognition that this is a separate process from the official plan review to generate ideas as an advisory body without standing to help demonstrate that there are options for the site.

Staff Presentation Setting the Context for meeting participants on the following:

- a) Council Direction
- b) Toronto's Economic Health
- c) Official Plan Review
- d) South Etobicoke Profile

Attendees were asked to discuss the site and Area constraints. Key points included:

Q1: Given the emerging and existing area context, what do you think the constraints are to businesses/institutions locating at this site?

Transportation- moving people versus moving materials; closing the Park Lawn off-ramp; public transportation/transit poor

Regulatory Requirements - Difficult for manufacturing to operate with a 7am -7pm curfew

Power/Hydro- power outages in area

Infrastructure- capacity issues with the municipal infrastructure

Building Envelope Constraints to accommodate modern Manufacturing, Pillar size location, Ceiling Heights

Land Value/Residential- conversion of site will increase land values; value of site due to proximity to core

Q2: With job retention/creation (1,500 jobs on the site) as a first principle, what are the opportunities that this site affords for new business/employment?

Food Incubator- need to continue with food processing centre of excellence

Small/Medium Sized Business- need to support these types of businesses

Offices- need other offices; road system poor; part of mixed use towers

Grocery Stores- need for better services

Film Industry- has located in South Etobicoke

Transportation- rail line; cycling to area

Q3: If you owned the lands, what are the possible mix of employment uses you would place on the lands? And why?

Educational- Humber College/other institutional uses

Manufacturing/ Food Science Food Processing- linked, leveraging to Ontario Food Terminal

Health Science – Opportunities to explore new economy

Back-Office support to a downtown industry or film industry

No Residential - do not allow this use

Action Items:

Transportation- Vehicles volumes, transit

Infrastructure Issues – Hydro and Water

Zoning- identifying current permissions and specific limitations (height, gfa, etc...)

Economic Impact

Next Meeting:

Meeting 2: Drawing Upon the Experts: Meeting 2 will entail more focused break-out groups to discuss possible employment opportunities in key sectors for the site, and what the City should do to encourage employment uses.

Wednesday August 14, 2013

9:30 – 12:00 p.m.

City Hall, 2nd Floor, Committee Room 4

Attachment 3: Working Group Meeting #2 Summary



Mr. Christie's Site Working Group

Meeting 2 Summary: Drawing Upon the Experts

August 14, 2013

City Hall Committee Room 4

9:30 am – 12:00 p.m.

Meeting Participants

Humber College / Scott Valens
Ryerson University / Dr. Steven Webber
Ontario Food Terminal / Gianfranco Leo, Gary Da Silva
KingSett Capital / Bill Logar
Metrolinx / Nadine Navarro
OMAFRA / Jacquelynn Moody
Invest Toronto / Renato Discenza
Build Toronto / Don Logie
Humber Bay Shores Residents Association / John Buckingham
Mimico Residents Association / John Cary
Toronto Hydro / Joyce McLean, Christine Woon

Councillor Representatives

Councillor Peter Milczyn
Mary Ciuffo, Office of Councillor Mark Grimes

City staff

Economic Development & Culture, Michael Williams (Meeting Chair), John Alderdice, Catherine Cieply, Michael Wolfson, Matthew Premru
City Planning Staff – Jeff Cantos, Luisa Galli, Bill Kiru, Kathryn Thom, Philip Parker

Regrets

South Etobicoke Industrial Employers Association (SEIEA) / Al Brezina
Mimico By the Lake BIA / Dr. Don Henderson (email attachment provided to group)
Toronto & York Region Labour Council / John Cartwright
Mondelez Canada / Stephanie Cass

Agenda

1. Re-Introductions

2. Summary of July 10th Meeting
 - i. Site/Area Strengths and Limitations
 - ii. Additional Information, as requested
 - iii. Possible Sectors
3. Group Discussion/Questions of Clarification

Agenda Cont'd

4. Break-out Focus Groups
5. Report Out to Working Group
6. Next Steps

Participant Introductions followed by opening remarks by Chair Michael Williams. Brief review of Minutes from Meeting 1 provided by John Alderdice and context of meeting 2 agenda followed by Group Discussion/Questions of clarification.

Group Discussion/Questions of Clarification

- Toronto Hydro was asked about the power issues for the Mr. Christie's site.
- In previous meeting, Mondelez mentioned power outages as a significant issue, referring to "micro-outages" which caused their production lines to be disrupted on a number of occasions.
- Toronto Hydro reported about 30% of hydro outages are due to equipment in Ward 6.
- Toronto Hydro to provide a list of planned improvements for Ward 6 - planning to spend \$ 2.4 million which is significant compared to other areas of the City at this time. Recognize that there are problems working hard to get approvals from the Ontario Energy Board to fix them. Most of the problems in Toronto are in the former suburban municipalities, including South Etobicoke.
- Humber Bay Shores Residents Association Requested the Hydro timeline of when the power system would be upgraded.
- Metrolinx: Question what area the Transportation Master Plan will be for?
- Transportation Planning: Park Lawn & Lake Shore Area – Humber Bay Shores, etc.
- Michael Williams: What assumptions do you use for Mr. Christie's site on the Transportation Master Plan?
- Transportation Planning: We'd have to work with Ec. Dev. and City Planning to get the range of possibilities.
- Mary Ciufu, Councillor Grimes' office provided some of the initiatives they have been working on - exploring a pilot with GO Transit called First Mile, Last Mile in order to get people efficiently to GO Transit. Humber Bay Condo Assn has assisted.

Exploring a GO stop at Park Lawn. Trying to build on dedicated rail line – such as the 501 streetcar – to get people into the Core.

- Invest Toronto: What's the difference between a GO stop and GO station?
- Councillor Milczyn: There's infrastructure near Mr. Christie's for a rail station. GO is also looking at a stop at Parliament, so their opinion on stop spacing is changing. There's also the Waterfront West LRT which may bring dedicated rail to the area. There are site specific options which may shift the alignment of this rail line.
- Mary, Councillor Grimes' office: The Councillor is also working to improve pedestrian access to the south side of the Mimico GO station.

Breakout Group Discussion – Key Themes

Attendees participated in one of three breakout groups facilitated by City staff. Each group discussed three questions (Appendix A). Consolidated comments include the following key points:

Break-out Group #1 – Discussion Summary

Facilitator: John Alderdice

Note Taker: Kathryn Thom

Participants:

Don Logie, Build Toronto

Gary Da Silva, Ontario Food Terminal

John Buckingham, Humber Bay Shores Residents Association

Jacquelynn Moody, OMAFRA

Joyce McLean, Toronto Hydro

(Mary Ciufu representing Councillor Mark Grimes)

(Councillor Peter Milczyn)

Question 1 – Are these sectors or others a viable option for the site? Why or why not?

- Concentrate on the food industry, particularly the food development and research centre with incubators etc, what kind of spin off from Ontario Food Terminal (OFT) as a catalyst. OFT constrained by size and may have an opportunity with this site to expand.
- From an Institutional perspective may be significant interest from Humber George Brown, Guelph – Food related, but not stand alone institutional.
- Identify core uses and then consider the ancillary uses
- Explore ancillary uses that the same customers may want like pre-packaged food etc that could utilize facilities and ramps etc.
- Need to further explore the relationship between the Christie's site and OFT
- Right on rail line, Good fibre optics opportunities, data centre etc.

- R&D could be a possibility but actual manufacturing may be limited.
- Discounted the site as a manufacturing and warehouse due to transportation implications. Rail access is a noise issue. If GO is electrified the noise issue is considerably less and could still consider as production centre to some degree.
- Area residents do not want any more condos. Density of development has blown over the plans. Close to 25,000 people will be in the area with no infrastructure and no transportation support. Interested in sectors that will make this a good community and not a condo ghetto.
- Medical and professional offices could go on part of the site and should always be in the back of our minds; the purpose of this group is to find real employment uses to anchor this site.
- From an office perspective, the area on west side of Park Lawn struggled and eventually went condo.
- Not an office location. Need to find a use.
- Previous Office uses had no amenities, no support for office. Additional amenities could help create more of an office node.
- There is significant demand for data storage and data centres. This sector will be a huge growth area, data storage will quadruple, access to fibre optics, close to downtown. However this is not a high employment use unless it is a head office. Need major hydro infrastructure.
- Other sectors to consider might include Film and TV uses. Interest from companies for repurposing the site and buildings.
- Ward 6 has higher than average age cohort, is there anything in this area that could be explored perhaps in conjunction with St. Joe's (hospital).
- Food and beverage is a leader in this area, capital for start ups, idea for a large campus for small to medium size companies, ability to grow up on site.

Question 2 – What does the City need to do to attract each sector?

- Incubator aspect to this model, needs government input for jobs and business creation. Medium size companies are self sustaining with a lease. Confectionary, bakery, frozen foods etc, lack of freezer space – explore opportunities to support existing cluster and firm expansion/formation.
- Utilities a huge cost factor, waste management etc. Can these be shared. Can this be done profitably, can savings in campus format be enough to attract business.
- Education has to broaden to innovate and educate for agriculture business and food industry. Transportation improvements are imperative to success on this site.

- City needs consider host of incentives including tax structure, incentives, infrastructure/transportation upgrades to make this work this site work for enhanced employment.
- Transportation/Expansion of GO is the single most important thing, other transit will take a long time. Transportation study could explore links to the Mimico GO station, shuttles bike lanes, pedestrian connections etc.
- IT will demand consistent service, outages a killer for IT,
- Outside of manufacturing hydro outages not a big issue.
- In Ward 6 there will be significant hydro upgrades, installation of auto switches to reduce outages, to divert power around to reduce timing of outages. Equipment is old so there is a big replacement program, \$2.5 million to be spent this year in ward 6.
- Hydro upgrade process has a long lead time for planning so upgrades for a data centre has to be way in advance.
- Excellent opportunities on site for flat roof solar, cogen etc. Many areas of city considering cogen as back up.
- Toronto only has 2 power supply lines in the city, Vancouver has 9. Need another line, perhaps under water along the waterfront. City needs to work collaboratively with Hydro to support competitiveness.
- Toronto Hydro is working with the City developing a "Toronto" plan for supply options, new infrastructure being built right now for load and demand reduction.
- Hydro is doing a much better job reviewing development applications, understanding impact of development on system and the right people are now reviewing development applications and this will provide a better system.
- TIEGS/IMIT incentive program is necessary to support employment growth

Question 3 – What firm/institution/organization, or combination of, would be well suited for the site and/or building?

- Focus on Co-uses, production, office, restaurant, hotel, community space. The more diversity the better. There was concern expressed with uses that might add to existing road congestion as infrastructure is at capacity.
- Sense that residential growth in the area is enough. Want balance of work, live, play: focus on employment aspect as number 1 criteria.
- Retail is low paying as compared to existing Christie jobs. Whatever goes here should be a buffer from Humber Bay Shores to OFT,
- Significant available work force (currently at Christies) and half live in Mimico so focus should still be food production to some extent where possible.

- Brokers can help, conversations with food producers to determine if they are interested in the site, or any agricultural process interested; data people, banks, High Tech i.e Google, etc, whether for this site or others. They could provide info on their requirements and whether this site meets their needs.
- City has a reputation as one of the best for electronic arts in Canada – explore gaming or high-tech or film industry and college need.
- How do you create Liberty Village out here and make it attractive to young people.
- A true convergence centre may create a funky aspect, multi disciplinary centre to get spin.
- Green technology is an option as part of a broader convergence centre.
- Mr. Christie's site has no relationship to MARS, more so to OFT. Chunk the site up for multiple users. Liberty Village exists because of old buildings and low rents. To recreate would have to keep the facility.
- There is inherent value to keep building as an asset for potential food user or repurposing.
- Wrapping up - Be realistic. Need to keep options open, quick hits to get a developer in and keep the existing building as a longer term project. Enhanced Transportation infrastructure a key to create/support new employment opportunities on site.

Break-out Group #2 – Discussion Summary

Facilitator: Catherine Cieply

Note Taker: Phillip Parker

Participants:

Scott Valens, Humber College

Renato Discenza, Invest Toronto

Gianfranco Leo, Ontario Food Terminal

Steven Webber, Ryerson University

Question 1 – Are these sectors or others a viable option for the site? Why or why not?

- Without action, there is only locational advantage, but none of the options is currently viable – the issue is one of minimizing risk.
- Multi-sectoral approach is best. Site is too large to rely on only one sector.
- Proximity to the OFT is a natural for a food theme
- Food, energy and water themes could present good opportunities. It is anticipated that demand will grow globally. How does Toronto capture more of the North American market?
- South Etobicoke is particularly strong for food clustering
- Should have a theme (e.g. food) and flexibility but not too deep into one sector

- One of Toronto's key strengths is its diversity of sectors. Toronto is well positioned to create new sectors with ICT, manufacturing, financial services and design being the 'building blocks' of new sectors.
- Recognize that even within a sector (e.g. ICT) every company is different, wants different things.

Question 2 – What does the City need to do to attract each sector?

- Minimize risks, i.e. those related to zoning process, transportation, infrastructure (water, hydro), land use (vs. residential creep), compliance issues
- Go to potential sectors and ask them what are the biggest risks
- Policy environment – staunchly defend employment uses to minimize residential encroachment, complaints from surrounding residential uses etc. Need to ensure purchase agreements contain appropriate clauses, so businesses can invest in facilities and later expand without being hassled.
- Transportation/transit accessibility for employees is very important – infrastructure to accommodate jobs/people.
- City's execution on investments/actual shovels in the ground/plans coming to fruition (e.g. public transit improvements) is very low generally speaking. Need to demonstrate commitment.
- Incentives (e.g. IMIT/TIEG), but broader. May have to give monetary incentives for the first couple of tenants, such as Corus on the waterfront.
- Competitive/reduced development and permit fees.
- Credit against business taxes (for occupant, vs. landlord)?
- Facilitate and communicate a vision. Marketing/talk it up. Toronto/City needs to promote itself better.
- Play up comparative advantages of Toronto (e.g. diversity, diversified sectors) and of the location (e.g. close to downtown, waterfront)
- The existing food-grade structure is a plus – marketing an enclosed structure already built, vs. green space
- Need to encourage synergies, need multiple players and a more flexible model vs. one large tenant. Can chase 'anchor' landlord/tenants.
- Allow for flexibility, different sizes of space/tenures to attract different companies and to allow businesses to grow in-place – flexible commitments, growth options
- Need permanent multi-use public space to accommodate, for example, a farmer's market, entertainment, education, programming/activities to extend the use of the site throughout the day/week – use by employees as well as by residents in the surrounding area (also helps to get buy-in from area residential)

- Amenitizing the site (e.g. open space opportunities for outdoor lunches)
- Make sure the site is designed to be attractive to younger employees.
- Support creation of flexible spaces and uses to be able to adapt to change, e.g. different sizes/scales of business models (A, B, C) with different costs for utilities, taxes, etc.

Question 3 – What firm/institution/organization, or combination of, would be well suited for the site and/or building?

- Using a multi-sectoral approach with a theme (food, water, energy etc.), the types of uses/activities that could work well include: light manufacturing (of the advanced, higher end, lighter and more sophisticated type), food-oriented processing, food safety, R&D, institutional, a mini-hotel, educational/ institutional (including for example an international cooking school), ecosystem to research/ pilot/ prototype/ demonstrate products, businesses/services that include distribution, logistics, marketing and brand design, finance, ICT/digital media
- Hospitality, food themes (e.g. a Humber satellite hospitality operation)
- Program elements could include incubators e.g. restaurant, food research, hotel
- Nutritional research – universities/colleges
- Up-and-coming start-ups (like Ryerson Digital Media Zone) – opportunities to grow
- Could have an 'anchor' landlord. Business model allowing for flexibility etc. is almost more important than the specific uses.
- Create public attractions (e.g. a use like Dufflet Bakery could have a cake-making demo)
- On the marketing, distribution and retail side – could have 'professional mini-malls' with co-shared storefronts for products made on-site, pilot stores for new brands (e.g. bakeries – test market) – also to test signs, branding, etc.
- On the academic/institution side, could have every theme-based institution here on the site in some capacity – rather than just acting as competitors, could collaborate (e.g. a food research park) – similar concept to an 'auto mall' – marketing Toronto together.

Break-out Group #3 – Discussion Summary

Facilitator: Luisa Galli

Note Taker: Jeff Cantos

Participants:

John Cary, Mimico Residents Association

Nadine Navarro, Metrolinx

Bill Logar, KingSett Capital

Christine Woon, Toronto Hydro

**Question 1 – Are these sectors or others a viable option for the site? Why or why not?
& Question 3 – What firm/institution/organization, or combination of, would be well suited for the site and/or building?**

Food Sector

- South Etobicoke already has a food sector that could be expanded on.
- Food distribution/manufacturing may still encounter the same issues related to land use conflicts that both OFT and Christie currently experience.
- Proximity to OFT creates opportunities that need to be explored
- The site is close to downtown and OFT and could be used to expand food sector industries in the area and to be used as a food incubator

Hospitality

- As a sector on its own it is not viable
- Could be part of a mix of uses on the site
- Education tie is interesting but not as a stand alone item.

Other Sectors/Users

- Very large site and the challenge is what to do with the site given its land value
- all sectors are viable on the site as part of a larger mix
- do not see a single manufacturing use returning to the site
- no constructive reuse of the building
- need to look at the different components of the site and then explore what are the uses and mix of uses that could locate there
- light manufacturing has not been discussed and could exist on the site
- the site should be considered as a multi-user and multi-use site
- there could be a marriage between the active reuse of the site by food sector industries and a new use for other portions of the site
- Practicality of the site it that any new user/owner will need to deal with installing required services and infrastructure for the site. It is the cost of doing business anywhere in the City and is not necessarily a deterrent to the site redevelopment.

Question 2 – What does the City need to do to attract each sector?

- If money was no object then the OFT site should be connected to the Christie site by way of a road connection under the rail corridor and Gardiner

City needs to:

- Market the site
- Think about minimizing the potential conflicts that could exist between industry and residential (i.e. noise lighting, traffic) when the site is redeveloped
- Carefully consider the use of the site with what exists in the area
- Explore attracting public private partnerships and determining what partnerships could be suitable on the site. Are there companies and institutions that could be brought to the site? Could this be something for Invest Toronto to undertake?
- Protect the physical attractiveness of the site. For an industrial property it is a very inoffensive site and this feature should not be lost (a lot of green space along the edges of the property)
- Create a vision for the site
- Provide certainty and guidance for future users. This could be used to influence discussions with Mondelez or other future site owner. Could be used as a counter offer to Mondelez
- Provide incentives or use other city tools to attract future users, public/private partnerships, etc.
- Undertake a planning exercise for the site (i.e. Master plan or Secondary plan) that identifies:
 1. New street connections through the site
 2. A buffer zone to the residential uses along lakeshore and park lawn road
 3. Green space
 4. Mix of permitted employment uses

Next Meeting:

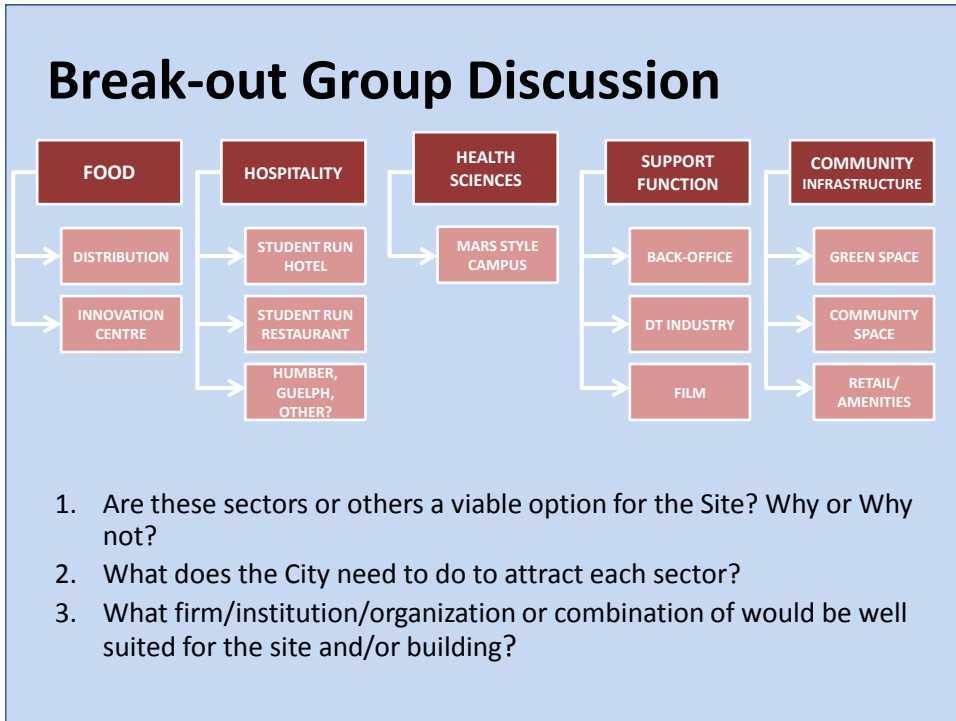
Meeting 3: Ground Truthing Principles

Wednesday September 11, 2013

9:30 – 12:00 p.m.

City Hall, 2nd Floor, Committee Room 3

Appendix A



Attachment 4: Working Group Meeting #3 Summary



Mr. Christie's Site Working Group

Meeting 3 Summary: Guiding Principles

September 11, 2013

City Hall Committee Room 3

9:30 am – 12:00 p.m.

Co- Chairs

Michael Williams, General Manager, Economic Development & Culture

Jennifer Keesmaat, Chief Planner & Executive Director City Planning

Meeting Participants

Humber College / Scott Valens

Ryerson University / Dr. Steven Webber

KingSett Capital / Bill Logar

Metrolinx / Nadine Navarro

Build Toronto / Don Logie

Humber Bay Shores Condominium Association / John Buckingham, Jim Reekie, Tom Arkay

Mimico Residents Association / John Cary

Mimico By the Lake BIA / Dr. Don Henderson

* Mondelēz Canada / Stephanie Mina-Cass (participating as an observer)

Councillor Representatives

Councillor Peter Milczyn, Ward 5

Mary Ciufu, Office of Councillor Mark Grimes, Ward 6

Regrets

South Etobicoke Industrial Employers Association (SEIEA) / Al Brezina

Ontario Food Terminal / Gianfranco Leo, Gary Da Silva

Toronto & York Region Labour Council / John Cartwright

Invest Toronto / Renato Discenza

OMAF / Jacquelynn Moody, Peter Ilnyckyj, Ontario Ministry of Agriculture and Food.
(OMAF)

City Staff Resources

John Alderdice, Economic Development & Culture
Jeffrey Cantos, City Planning
Catherine Cieply, Economic Development & Culture
Luisa Galli City Planning
Bill Kiru, City Planning
Michael Wolfson, Economic Development & Culture
Philip Parker, City Planning
Kathryn Thom, City Planning

Agenda

1. Re-Introductions – 5 mins
2. Summary of Aug 13th Break-out Group Discussion – 15 mins
3. Questions of Clarification – 10 mins
4. Ground Truthing Principles – 1 hr 20 mins
5. Future Actions/Next Steps – 25 mins
6. Conclusion– 15 mins

Welcome and opening Remarks by Co-Chairs Michael Williams and Jennifer Keesmaat followed by re-introductions. Staff then presented a summary of the August 13th Working Group break-out group discussions highlighting some of the key themes from each group and presented 10 key principles which evolved from the discussions. These principles were then "Ground Truthed" as part of meeting #3 to help explore each one and reach a general consensus among the working group members. The principles are expected to act as a high level tool to help guide and support transformative redevelopment and future employment uses on the site and from a bigger picture perspective drive growth into the city and help to create a context in which employment can exist in Toronto.

Future actions and next steps were also discussed to help guide staff going forward with a work plan which includes a staff report back the Economic Development Committee on November 22, 2013 on the summary, progress and outcomes of the Mr. Christie's working group. There were also a number of identified additional proactive next steps to help guide future actions concerning the site, area and sector, in response to the working group discussion and direction. An overarching Vision Statement was also crafted to accompany the draft Principles.

Mr. Christie's site Working Group - VISION STATEMENT – DRAFT

As a finite land resource, the employment lands at the Mr. Christie's/Mondelēz site will continue to play an integral role in the local and regional economy. As a master planned area, the site will become an employment generator providing over 1,500 jobs for the local employment base and residents of the GTA. Future redevelopment of the site within the South Etobicoke Employment Area will capitalize on its unique size, location

and visibility, and access to the Downtown. The site will be connected to, but distinct from, the nearby employment lands and emerging and established residential communities of Humber Bay Shores and Mimico-by-the-Lake. A redeveloped Mr. Christie's/Mondelēz site will contribute to any planned transportation and transit improvements identified through the City-initiated Transportation Master Plan for the Park Lawn Road and Lake Shore Boulevard West Area. As a comprehensively and collaboratively planned **employment area**, the master planning process will continue to be inclusive of, and respectful to, the diverse stakeholders of the area.

Summary of Guiding Principles

Ten high level principles emerged from the working group meetings with a general consensus among the working group members that that they should be looked upon as opportunities to help inspire creativity and transformative employment opportunities on the site. Each principle is preceded by the following statement; ***Redevelopment and future employment uses should:***

PRINCIPLE 1

Be guided by a shared vision for the site that creates a balance of certainty and flexibility for future employment-related uses.

PRINCIPLE 2

Build upon the strengths of the site and area context:

- Reuse of existing structure/building (or parts thereof)
- Location, location, location
- Size
- Range of permitted uses
- Visibility
- Accessibility
- Proximity to Labour Market

PRINCIPLE 3

Acknowledge and leverage the importance and role of the Ontario Food Terminal by seeking to attract related/ compatible employment uses.

PRINCIPLE 4

Proactively address servicing and infrastructure requirements of the site and surrounding area such as energy needs, stormwater mitigation and transportation.

PRINCIPLE 5

Connect and plan for enhancing existing transportation network, including the GO Transit, TTC, bike lanes and trails, sidewalks, streets.

PRINCIPLE 6

Create a cluster of employment, businesses and services to attract different employers/users to the site at different times of the day and days of the year, by marketing/capitalizing on the site's locational attributes and providing a broad range of amenities.

PRINCIPLE 7

Provide for a broad range of employment uses and built forms that transitions from, and are compatible with, nearby uses.

PRINCIPLE 8

Promote multi-uses/users creating and drawing on collective synergies which could include:

- Public-Private partnerships
- Exploring educational/institutional themes
- Food, Energy, Water Convergences

PRINCIPLE 9

Provide for flexible employment spaces at varying scales and tenures to attract small, medium and large sized employer(s) to integrate into the city's urban fabric.

PRINCIPLE 10

Provide for opportunities that capitalize on the strengths of the local labour market and encourage employment intensification on the site.

Recommended Future Actions and Next steps:

1. Road test principles with development industry representatives (ED&C to lead)
2. Meet with Mondelez to discuss principles and next steps (ED&C to lead)
3. Report to November 22 Economic Development Committee (ED&C to lead with input from City Planning)
4. Resource Interdivisional SWOT Team to help focus on development activities and infrastructure challenges (ED&C and City Planning)
5. Further explore development Internal Staff Working Team and Terms of Reference for IFPICC (ED&C)
6. March 2014 Progress Report Back to Working Group (ED&C and City Planning)
7. Scope transportation and servicing infrastructure of the site (To be discussed with SWOT team, re. #2) (ED&C & City Planning)